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May 15, 2013

Burns Phillips, Interim Commissioner
TN Dept of Labor & Workforce Development
220 French Landing Drive
Nashville, TN 37243

Dear Mr. Phillips:

LWIA 4 is requesting an extension of the current Five-Year Plan through June 30, 2014. Attached is a copy of the Plan and other Compliance Check list items. We are requesting that our Plan as presented in 2013 be extended to June 2014.

Sincerely,

Gary W. Holway, ETHRA Executive Director

Cc: Chris Tiller, Interim Director

Aren Agency on Aging & Disability
Family Assistance AIDS Support

Workforce Development
Housing & Restoration

Mountain Valley Community Services
Corrections & Probation Aging Services

Transportation
Child Development



**East Tennessee
Human Resource Agency**

LWIA 4

**2013 Planning
Submission**

Phase I

**Serving Anderson, Blount,
Campbell, Cumberland, Loudon,
Monroe, Morgan, Roane, and
Scott Counties**

Preface: Organizational Profile

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In 2000, the East Tennessee Human Resource Agency (ETHRA) was appointed by the consortium of local elected officials to serve as the administrative entity for Local Workforce Investment Area 4. This includes Anderson, Blount, Campbell, Cumberland, Loudon, Monroe, Morgan, Roane and Scott counties in East Tennessee. ETHRA currently administers approximately 50 programs with an annual budget of 35 million dollars. Staff are employees of ETHRA and receives health and life insurance, as well as retirement and other benefits.

P.1 Organizational Description:

a. Organizational Environment

ETHRA Workforce Development provides economic stimulus services through the matching of labor resources to employer needs in Local Workforce Development Area 4. Services include career information and counseling for individual job seekers, pre-employment assessment and job search assistance, job skill training, worker training and re-training, and assistance to employers in securing the services of prepared workers. These are provided through a matrix of county based one-stop career centers.

All programs are governed by the Workforce Investment Act (WIA). Administrative structures are implemented in cooperation with WIA partners as well as other community partners vested in assisting individuals prepare for and succeed in today's workforce. The customers served are both individual job seekers and business entities who form the

community economic base. The organizational mission is to prepare the workforce for gainful employment, one individual and one business at a time.

ETHRA's WIA staff is comprised of administrative and delivery personnel. The Career Specialist is the key to providing services to customers although planners, organizers and administrative personnel are critical as well. The educational level varies from high school graduate to skill trade graduate to bachelor's and master's degrees. The majority of the Career Specialists are Certified Career Development Facilitators. All staff have received not only diversity training but also disability etiquette instruction. There are no special health and safety requirements but skills in working with individuals undergoing high stress due to job loss are required.

Facilities include an administrative office in Oak Ridge, **comprehensive career centers in Alcoa** and Crossville, and affiliate career centers in Anderson, Blount, Campbell, Loudon, Monroe, Roane and Scott counties and a presence in Morgan County. Each site contains PC based technology used in job search, major internet connectivity, and office equipment. In addition, special adaptive equipment to accommodate the needs of job seekers with disabilities is located within the centers.

b. Organizational Relationships

ETHRA Workforce Development provides oversight and governance to a nine county Local Workforce Investment Area created under authority of the Workforce Investment Act of 1998 (WIA). The organization is governed by the Local Workforce Investment Board and a consortium of mayors from the nine counties. Campbell County Government serves as the fiscal agent for WIA funding and subcontracts administrative functions to the East Tennessee Human Resources Agency (ETHRA). ETHRA provides administrative services for the core executive and planning staff. All nine local Career Center offices are operated by ETHRA. Oversight for the entire program comes from the US Department of Labor (USDOL) through the Tennessee Department of Labor and Workforce Development (TDOL&WD) which

allocates funding, sets quality standards through performance achievement levels, and maintains performance measurement data.

WIA legislation mandates certain required partnerships. These required partners are other workforce programs governed by WIA. Additional partners include community service agencies, employer organizations such as chambers of commerce or other employer groups, economic development entities, education and training providers and local governmental units.

Both customers and stakeholders expect a competent workforce. Job seekers are looking for guidance in career choice and in preparing for employment as well as resources to enable their successful job search. Those who, upon assessment, require training or re-training are looking for marketable skills and long term job stability. Youth who lack usable academic skills expect to gain those skills and others to enter and succeed in the workforce. Employers, as stakeholders, are seeking workers who are prepared to meet productivity standards of competent employees. The funding agencies expect workers served by the organization to be employed at the conclusion of services and retain employment for three successive quarters.

The Local Workforce Investment Board (LWIB) establishes the vision and mission for the Agency and determines the utilization of funds within the region. The Youth Council provides guidance to the LWIB and WIA staff in matters relating to the Youth Program. All major program decisions are made by the Board and implemented by the administrative and Career Center staff.

- **Vision Statement:** ETHRA LWIA 4's vision is to play a key role in developing a growing regional economy by providing innovative and responsive approaches to workforce development issues and opportunities.
- **Mission Statement:** ETHRA LWIA 4's mission is to promote self-sufficiency, economic opportunity, business development, workforce skill

development and life-long learning that ultimately result in overall economic development and a higher standard of living for individuals within the community.

In order to meet organizational goals, the organization must work in tandem with partner organizations to blend all available resources toward individual growth attainment. Potential job seekers come to the career centers for increased employability services. These individuals may be adults, dislocated workers or youth and may be characterized by life experiences such as veteran status, disability, work history or habits, academic achievement, low income, or other distinctive qualities which merit extensive services. Workforce partners provide referrals, resources and job connections as well as subcontracted services such as skill training, vendors of supplies or tools for training or work.

LWIA 4 meets quarterly with all career center partners. Over the past year, partners have worked closely to integrate services in ways that benefit customer needs. One example of this integration is in the utilization of available technology to connect partners within the centers. Currently, stored information, forms and data are accessed through shared drives within the IT network.

P.2 Organizational Challenges:

Several challenges confront the organization. Among these are the changing technology and skill needs of employers. Another is the unpredictable needs of job seekers which sometimes impede personal goal achievement. Maintaining a competent staff with up to date skills is critical to meet these challenges. A capable internal workforce also increases success in maintaining positive relationships with a varied partner base.

Other factors also challenge our success. Eligibility factors, particularly for youth, limit the individuals we may serve. Low wage jobs, funding restrictions and limited funds in some areas also compete with success, as do conflicting goals and motivations influencing our

customers. An ever changing labor market and limits on job availability imposed by the recession impede our progress.

Matching customers with employers' needs is the key to our success. We are working with both employers and customers to improve those processes. Services have been expanded through National Career Readiness Certificates, disability resource information, Incumbent Worker **Grants** and Veteran Services.

Data to determine success, and need for system change, comes primarily from two sources. One is a database maintained by the state which measures service to each individual served. Another, provided by an independent contractor in Memphis, provides feedback on process issues measuring customer satisfaction and reaction.

Encouraging customers in life long learning endeavors and providing opportunities for such is our most sustaining factor. Advantages for continuing these resources include flexible funding and the possibility of additional funding to respond to crisis needs. In maintaining a well equipped workforce, we provide training to develop changing skills as needed and in cooperation with regional efforts, training to build personal and professional skills. Relationships with partners and provision of satisfactory service to customers maintain a steady flow of customers who use our services.

Feedback from data sources, individual customers, employers, training providers and community partners provide us with evaluation information from which we learn the advantages and disadvantages of how we do business. In consultation with our subcontractors, we review our methods and processes and construct changes to mark improvements.

LWIA 4 Phase 1

2012 Strategic Plan Update

I. Leadership

The East Tennessee Human Resource Agency (ETHRA) is the administrative entity for and provides oversight to the LWIA.

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I. a. Senior Leaders

The organization is governed by the Local Workforce Investment Board and a consortium of mayors from the nine counties. All major program decisions are made by the Local Workforce Investment Board with the Youth Council providing guidance in matters relating to the Youth Program.

One of the primary challenges facing ETHRA LWIA 4 is its local approach versus a regional approach. The local elected officials have the vision that their citizens should be served in or near their homes. Also, rising gas costs, current unemployment, and general transportation difficulties in our rural setting adds strength to the need. However, the current federal financial situation may result in a real need to reevaluate how services are delivered.

ETHRA LWIA 4 is currently undergoing an intensive review of all organizational aspects, including delivery of service, use of resources, staffing, etc. This evaluation, like the state's top to bottom review, should provide the Agency with a clear vision of ways to meet the needs of our citizens. We have recognized communication among all parties is critical and are moving quickly to correct this problem. Already we have improved budgeting and tracking of expenditures and are currently addressing the changes in funding for National Career Readiness Certifications, On-the-Job Training, Incumbent Worker Training Programs, Jobs for Tennessee Graduates and the Senior Community Services Employment Program (SCSEP).

As one part of ETHRA LWIA 4 evaluation and redesign, we have developed the following goals which address weaknesses and provide an overall focus for the coming year.

- Achieve excellence in customer service
- Meet or exceed all performance measures
- Enhance Career Center partnerships
- Build on the Leadership Academy experience to develop an outstanding Youth Program
- Complete the overall review of ETHRA LWIA 4 and implement suggestions for improvement
- Utilize the current budget to the maximum benefit of citizens in East Tennessee
- Improve communications between ETHRA, WIA staff, LWIB, LEO's and the State.
- Successful implementation of the Gold Standard Evaluation

I. b. Social Responsibilities

ETHRA LWIA 4 is governed by the Local Workforce Investment Board and Consortium of Local Elected Officials.

ETHRA LWIA 4 is attentive to the most at need customer groups, including participants with disabilities, those on extended unemployment and at-risk youth. Each person receives the services needed to allow them to obtain the skills necessary to secure a job that will allow them to become self sufficient. Even though funding no longer exists for a Disability Navigator, ETHRA LWIA 4 is committed to providing those services. We also utilize CAT or Computer Assisted Technology equipment in the Career Centers for customers with impairments. We also work closely with at risk in school youth and the local school systems to implement programs such as Fast Track Academy or Independent Study to allow the non typical student to attain his or her diploma. We have also assisted in maintaining enrollments for the Jobs for Tennessee Graduates Program. ETHRA LWIA 4 has also implemented a program in Morgan County

Correctional Facility that focuses on Pre-Release and preparation for re-entry into the workforce.

II. Strategic Planning

ETHRA LWIA 4 observes the following guiding principles in *developing* and *executing* any strategy:

- Quality Service to all customers (job seekers, employers, other agencies, etc.)
- Seamless delivery
- Cost efficient and effective use of resources to deliver Tennessee Career Center services
- Help job seekers find good jobs
- Assist employers find/develop good skilled workers
- Assure the availability of education and training to prepare and develop skilled workers
- Access a wide variety of the population in order to identify and train good workers – Veterans, Minorities, Individuals with Disabilities, Women for Non-Traditional Jobs, Ex-Offenders, etc.
- Assist Out of School Youth in obtaining their GED and preparing to enter the workforce or begin post-secondary education
- Assist all youth in goal setting, career path determination, and post-secondary education
- Promote "Dual Credit" program in an area wide effort enlisting Board of Education buy-in throughout our nine counties

ETHRA LWIA 4 employs a variety of approaches to develop the workforce for high-skill, high growth job opportunities. These include:

- Utilization of Apprenticeship Grants, Incumbent Worker Training Grants, On the Job Training, National Career Readiness Certificate Assessments, and other WIA program opportunities to reach out and provide services across a broad and balanced spectrum of our area's economy. In so doing, we address the need to provide workers with the demand occupational skills

required in our workplaces, while supporting employers as they seek to "up skill" or improve their existing workforce and recruit the replacement labor skills necessary to offset the loss of talent they are confronting with the retirement factors of an aging skilled labor base.

- ETHRA LWIA 4 works with economic development entities, Chambers of Commerce, local service agencies, educational institutions, local governments and state agencies to enhance economic growth. Using WIA tools available to assist employers as well as job seekers, we have attained a position of influence with the business community.
- Cooperative and more effective outreach, interaction and supportive activities with regional Local Workforce Investment Areas to share in customer and program initiatives that lead to regional employment growth, enrichment of services, employee opportunities for skill development, employment stability and increased earning capability.
- Marketing of the National Career Readiness Certificate to both the business community and our customers seeking to enter or improve their position in the employment market. This program has allowed ETHRA LWIA 4 to extend our service opportunities to entities who in the past have not participated in our programs. It has also opened up opportunities for us to gain entry to the correctional programs and provide basic services in pre-job skill assistance and assessment to those preparing to re-enter society.
- Skill training in demand occupations through approved training providers. ETHRA LWIA 4 has always had a strong commitment to providing training to its customers. This includes assisting customers to attain marketable skills to enter their first or a new career along with assisting customers to upgrade

their skills to increase their value in the labor market. With the increasing unemployment rate, job seekers and employees with high skills are a valuable resource to our area's employers and to efforts to stimulate the local economy.

- ETHRA LWIA 4 continues to work with area healthcare providers, to identify skill gaps and needed training and to prepare workers for these jobs. A continuing emphasis exists in developing and enhancing traditional health care skills through existing training providers as transition both in and out of health care occupations occurs. ETHRA LWIA 4 will also work with OJT, Apprenticeship and Incumbent Worker programs as well as established training programs to enable individuals to attain advanced manufacturing skills identified by new and existing employers.

III. Customer and Market Focus

We have successfully established dialogue and service provisions with major employers in our area, such as AMTEK, SAIC, Vanderbilt Mortgage, Mercy Health, Aisin Automotive Casting, Eagle Bend Manufacturing; and have encouraged these and many other key employers to utilize the Career Center Services for employee recruitment, assessment, and training. The National Career Readiness Certificate Program is now being utilized by Toho Tenax, Havco Wood Products, SL-Tennessee and Eagle Bend Manufacturing as a standard in their employee recruitment and hiring process. We continue to broaden our contacts and establish our brand within the business community.

ETHRA LWIA 4's Board has provided targeted funding for health care and advanced manufacturing training programs. Shortages in health care are being addressed through ongoing programs at the local technology centers, community colleges and health care institutions. Because of rising health care costs, LWIA 4, in conjunction with these partners, will be looking at how best to address

current employment needs in health care. Skilled training at intermediate levels -- Patient Care Technicians and Health Information Technicians -- creates new challenges.

The need for a workforce that can address the skills required for advanced and clean manufacturing is growing in LWIA 4. Cobb-Vantress, producer of hybrid chickens, is one example in Morgan County. ETHRA LWIA 4 also partnered with Roane State Community College and LWIA 3 in implementing several federal grants that target enhancing skills of job seekers to meet current and changing employer needs.

Special Populations

Long-standing partnerships exist with community and faith-based organizations where services are coordinated for diverse and special needs populations. Some of the long-standing partnerships exist with the Good Samaritan Center, Cumberland Good Samaritans, Cumberland County Child and Family Interagency Council, local health councils, domestic violence shelters, homeless shelters, Habitat for Humanity, Boys and Girls Clubs, the Unicorn Fund, The Advantage Center, the Joshua Center, Mountain Valley Economic Community Services, Michael Dunn Center and the Emory Valley Center.

Many WIA and Tennessee Career Center staff members serve on various community based and faith-based boards. This involvement increases the networking opportunities to make diverse and special needs populations aware of the services provided by the Tennessee Career Centers.

ETHRA LWIA 4 piloted the Career Readiness Certificate and re-entry services program at the Morgan County Correctional Facility. Both state and local correctional facilities administrators and staff have recognized our efforts in providing a well designed program of supportive services and assessments to enhance employability for re-entry. As part of these services, staff continue to educate employers about the benefits and opportunities associated with hiring this hard to serve

population. LWIA 4 plans to seek funds for this and similar programs.

We continue to educate employers about the benefits and opportunities.

Many senior workers wish to remain in the workforce for a variety of reasons. Changing attitudes about aging and retirement, coupled with the current economy, forces creative approaches to matching employer needs and this group's skills. In some cases, the senior worker is looking for new adventures in new career paths. ETHRA's LWIA 4, its Board, educational institutions and businesses must work together to ensure a good match. The reduction of funding in the Senior Employment Program has created an added burden on many older adults.

Services to Veterans continue as a priority in our area. In implementing the new Gold Card Initiative, staff will be working even more closely with local Career Center Veteran Representatives and our local county Veteran Service Officers.

Significant Closures

The largest significant closure in LWIA 4 occurred at Arcelor Mittal in Roane County, with 80 employees impacted. In June 2011, Pfizer in Blount County had a reduction in workforce of 110 employees. In addition, four other businesses either closed or had reductions in staff, affecting 129 employees. Rapid Response meetings were held at all locations where closures and reductions occurred. In reviewing recent history, it appears that closures and reductions in force have begun to stabilize.

Youth Program

ETHRA LWIA 4 continues to improve its Youth Program. Youth enrollments, both in-school and out-of-school, has continued to increase with each Career Center providing services to at-risk students in the schools and programs for out-of-school youth.

Career Center staff is providing a number of different experiences and educational opportunities for youth. These include dual credit, dual enrollment, workplace learning and soft skills such as career readiness and resume writing for participants.

ETHRA LWIA 4 was able to continue its Summer Youth Program in 2011. The program had 290 participants and worked with 153 non-profit and private sector employers in the nine counties. Over the eight weeks of the program, ETHRA LWIA 4 provided \$450,000 in wages and support services. All youth participants attended a four-day academic enrichment week, consisting of program orientation, team building workshops, safety training, interviewing skills, resume preparation, money management, and career planning, etc.

At the conclusion of the eight weeks, 36 youth were selected to participate in the 7th Annual Youth Leadership Academy. This year LWIA 4 partnered with LWIA 5 for a four-day educational trip to Washington, D.C. The youth were provided with various learning opportunities, including meeting with the Secretary of Labor at the United States Department of Labor. They also visited the Smithsonian Museums, historical memorials, the National Archives, and Congressional offices.

Customer Satisfaction and Loyalty

Workforce development is a competitive industry. The building of strong partnerships and the delivery of customer-driven services are required to excel. We must be able to assess the abilities and interests of each of our job seekers. We must understand the current and future employment market. Multiple stakeholders are involved in this process. Clear communication ensures non-duplication of services. Customer satisfaction and loyalty will result from meeting and exceeding client expectations. Placement in appropriate training and/or education is the cornerstone of satisfaction.

ETHRA LWIA 4 provides a mechanism for customer input through a survey available

onsite at each career center, which is reviewed by Career Center managers and administrative staff as they are received.

Partner meetings, memberships in local chambers and economic development entities and other organizations provide a mechanism for building strong community partners and customer satisfaction.

IV. Measurement, Analysis, and Knowledge Management

While the goal of the workforce program is to improve quality of life and self-sufficiency for all customers, the data measures in the performance standards look at specific performance in each area.

The State Department of Labor and Workforce Development sets performance criteria based on federal mandates and the LWIA strives to meet and exceed those standards. During the 2009-2010 program, ETHRA LWIA 4 experienced performance issues. Two youth measures -- placement in employment or education, and literacy and numeracy gains -- were not met. In addition, the earning performance standards for dislocated workers who returned to employment was not achieved. Many factors caused this lack of performance, including communication, lack of timely education of staff, the economy and increased performance expectations. Communications and education have and are being addressed. Staff presented the LWIB copies of performance reports in July and staff are implementing a uniform procedure and process for reporting. In addition, staff training sessions have been conducted and are ongoing. Specific training was provided on performance measures with an emphasis on youth measures.

With the current negotiated performance measures, coupled with recent staff training and continued review of participant records we have met performance for the third quarter of PY 2011. However, we do have a plan in place and a means of follow-up that will ensure improvement in the coming quarters. ETHRA LWIA 4 is confident that performance measures for the year will be met.

Performance criteria (see charts in Section VII. Results) will be measured using data collected from individual customers and entered into the state data system, eCMATS. Data so entered will be aggregated and measured against state negotiated standards to determine our level of performance. Using this same data, we will also extrapolate inferences for system refinement and change.

V. Workforce Focus

The current rationale for locations of Career Centers and partner involvement was based on the locations of all partners as JTPA came to a close and then co-locating partners where it was feasible under WIA. Additionally, the LWIA 4 local elected officials felt strongly that a full time Career Center should be located in each county to allow reasonably close access to services by communities throughout the area. Funding allocations at the time were ample to support this structure.

As funding reduces, the concept of full service Career Centers will have to be evaluated. Unemployment Claims have moved to Claim Centers, other WIA partners have also undergone reductions and internet services have greatly changed the dynamics of Career Center services. In this environment, LWIA 4 will be required to analyze and determine its structure and evolution over the next five years. With such changes, clearly the design of the Career Center structure in LWIA 4 could look much different over the next five years. Key differences may include:

- A determination of the placement of Comprehensive Career Centers must be planned.
- A determination of the placement of full service Career Centers must be planned.
- A determination of the placement of Career Centers must be planned.
- The availability of WIA partner services and other services must be determined for each location.
- Resources such as resource rooms, computer labs, conference room areas

and classroom capabilities must be determined, as well as operational times.

- When centers have to relocate because of decreased funding, significant planning will be required. ETHRA currently operates twenty-two offices in addition to the nine Career Center sites. The first alternative would be to co-locate these offices. Over the past year this has been successfully achieved in Morgan County.

Career Centers

- **Comprehensive Career Center at Alcoa – This center serves a metropolitan area that contains rural entities. Partners include WIA Title I and Job Service.**
- **Comprehensive Career Center at Crossville – This center serves the expanding Cumberland County area which includes surrounding counties as contributors to the labor market pool. The center is located in a central location and shares the same building with the Unemployment Insurance Claims Center. In addition to WIA Title I service, partners include Job Service, Adult Education, Vocational Rehabilitation and Department of Veterans' Affairs.**
- **Anderson County Affiliate Career Center provides services to the metropolitan area of Oak Ridge as well as the industrial community in Clinton and north Anderson County. Partners are WIA Title I and Vocational Rehabilitation.**
- **Campbell County Affiliate Career Center located in Jacksboro serves a rural demographic. Partners include WIA Title I, Adult Education and the Campbell County Chamber of Commerce.**
- **Loudon County Affiliate Career Center serves Loudon County and has access to the rapidly expanding West Knox**

County retail and health care providers. Co-located with Roane State Community College, partners include WIA Title I and Adult Education.

- **Monroe County Career Center is an affiliate site located within the Industrial Park at Vonore. This location, in addition to being centered in a rapidly growing employer setting, is the career center site nearest the Volkswagen automotive assembly plant in Chattanooga. Partners include WIA Title I and Vocational Rehabilitation.**
- **Morgan County Career Center was converted from an Affiliate office and is co-located with ETHRA's other programs. Staffing is provided by the Oak Ridge Center twice weekly and by appointment. In addition, a SCSEP worker has been trained to provide assistance and is working fifteen hours per week in this location.**
- **Roane County Affiliate Career Center, located along the anticipated development corridor for automotive manufacturing serves the southwestern portion of the LWIA. Partners in the center include WIA Title I, Adult Education and Vocational Rehabilitation.**
- **Scott County Affiliate Career Center serves a north western rural area in partnership with adult education.**

VI. Process Management

Most of the services provided by the LWIA, and a portion of the processes, are mandated by state or federal law and regulations. Nevertheless, locally developed processes add to the value of service implementation. These processes are developed in concert with career center partners. Customers arrive through partner referrals, rapid response activities, or word of mouth. Their employability needs are coordinated with partners through referrals or served through contracted agreements or operational partnerships. Critical changes in

delivery processes are therefore made in cooperation and coordination with others, which may include WIA mandated partnerships, training facilities, employers and community based agencies.

In July 2011, LWIA 4 began holding monthly WIA Manager Meetings. These meetings include discussions on current performance goals and measures, budgets, policy changes at all levels and any other topics that have an impact on service delivery or every day operations. As a result, management can ensure issues are addressed in a timely and uniform manner.

To assure high standards in delivery processes are developed and maintained, training for staff in high standards of professionalism has been provided. Periodic staff training occurs for all personnel, and over 61% of staff providing direct customer services received professional certification as Global Career Development Facilitators.

In addition to eCMATS data, the University of Memphis conducts customer satisfaction surveys and provides both aggregate and specific feedback. TDOL conducts program monitoring as well as monitoring data validation. Results from these are reviewed and adjustments in processes altered or implemented as needed. Changes may also come about as a result of changing customer needs, staff innovations, or other team member input. Recent innovations have included adding accessibility features, including technology in some centers, to assure accessibility to the workforce for job seekers with disabilities.

Management processes are developed by administrative staff to meet professional and legal standards as well as moral and ethical codes of conduct.

VII. Results

LWIA 4 has renewed its commitment to meeting or exceeding all performance measures. Appropriate ongoing education of staff on the measures, coupled with a defined follow up and data validation process will help us meet this goal. The charts attached show LWIA 4's performance over the past two years

(PY 2009 and PY 2010), and indicate both failings and improvements. These charts also indicate that we have made strides in Youth Literacy/Numeracy Measures over the past year. A large portion of this improvement can be attributed to the performance training received in August of this year. Staff now has a better understanding of the measures and how to determine which participants fall into the different categories. In the third quarter of PY 2011 we were meeting or exceeding all performance measures. We do have a plan in place and a means of follow-up that will ensure improvement in the coming quarters.

It's also important to note that LWIA 4 served 3,287 customers in PY 2010, and has served 1,370 in the first quarter of PY 2011. The availability of ARRA funds in the previous two years allowed us to serve more customers in the Career Centers. Even in the absence of these funds we have continued to work with all individuals who seek assistance at the Centers. In order to meet our performance standards, we have continued to put emphasis on high-growth, high-demand jobs. Potentially the growth of green jobs, carbon fibers and clean manufacturing will increase wages within our area.

The economy in our rural area has affected the availability of job opportunities and impacted wage levels. Although there has been consistent high unemployment, many individuals have used unemployment compensation as a reason not to enter the job market. In analyzing closures and reductions in force over the past three years, there is beginning evidence to support stability.

Our Youth Program, which provides services for both in-school and out-of-school participants, excels in leadership development. During the summer of 2011, approximately 300 youth completed at least one component of job preparedness.

During the summer thirty-six youth participated in a four-day Leadership Academy in Washington D.C. in coordination with LWIA 5. This afforded them an opportunity to experience a new environment away from familiar surroundings. These youth are now

better prepared to make decisions and to face new challenges.

LWIA 4 continues to promote the National Career Readiness Program. Assessments are provided in all nine counties. We have approximately seventeen businesses who have utilized the CRC. In PY 2010, approximately 2,675 assessments were completed; however, during the first quarter of PY 2011 only 536 assessments have been completed. This reduction is based on funding and allocations. LWIA 4 is reviewing options for maintaining this tool for both jobseekers and employers.

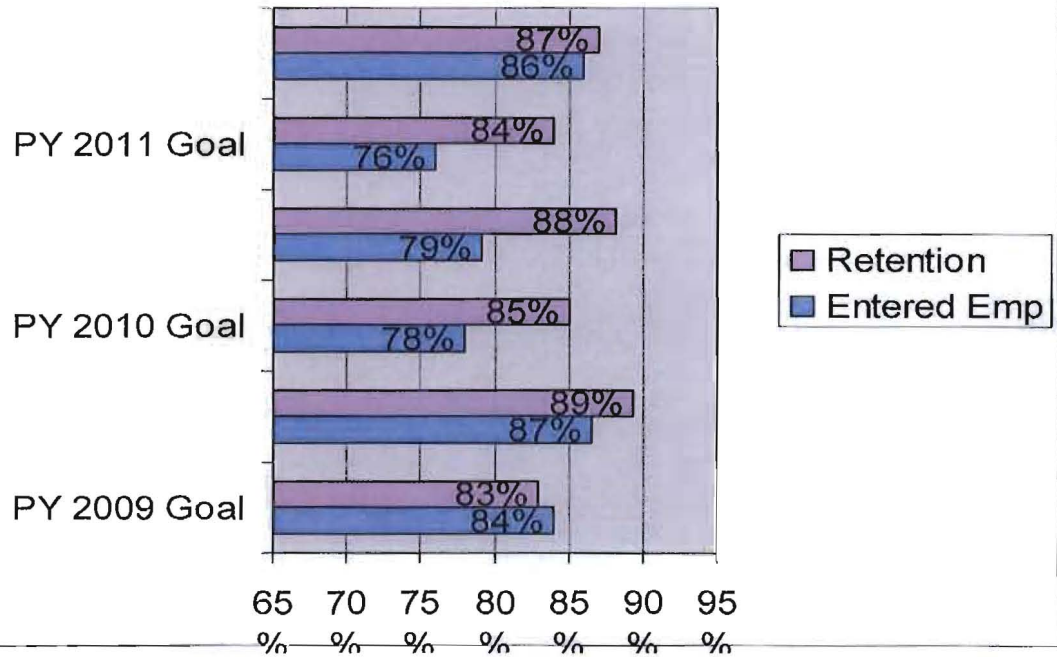
Another significant program is the Disability Program Navigator Initiative. All career centers are accessible but enhancements continue. An Interagency Resource Team in the Cumberland Comprehensive Center will enable a greater level of service to be provided to job seekers with disabilities.

As of December 2011, LWIA 4 is providing NEG OJT through four employers. Currently eight individuals have completed the program and five additional are enrolled. Under regular OJT, five employers currently have contracts and six individuals have completed, while two are currently enrolled.

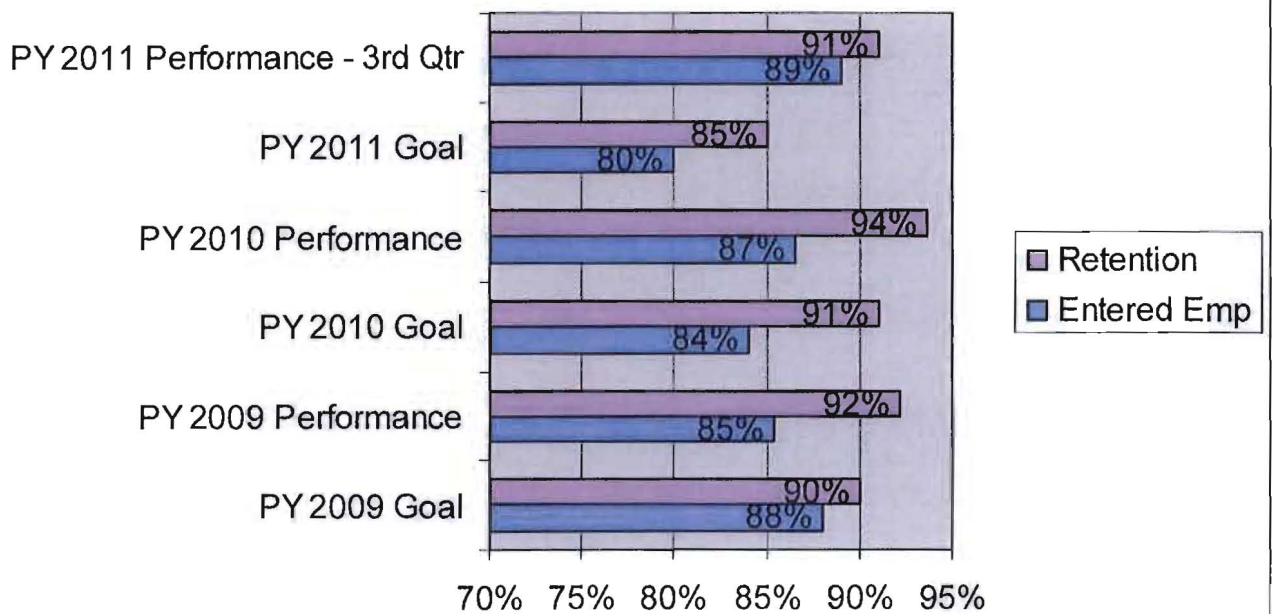
LWIA 4 has conducted a proactive Incumbent Worker Training Program (IWT). During PY 2010, seven companies were awarded approximately \$223,500. This allowed 282 workers to receive additional skills. The IWT Program will be reviewed as we move forward to funding it with local dollars.

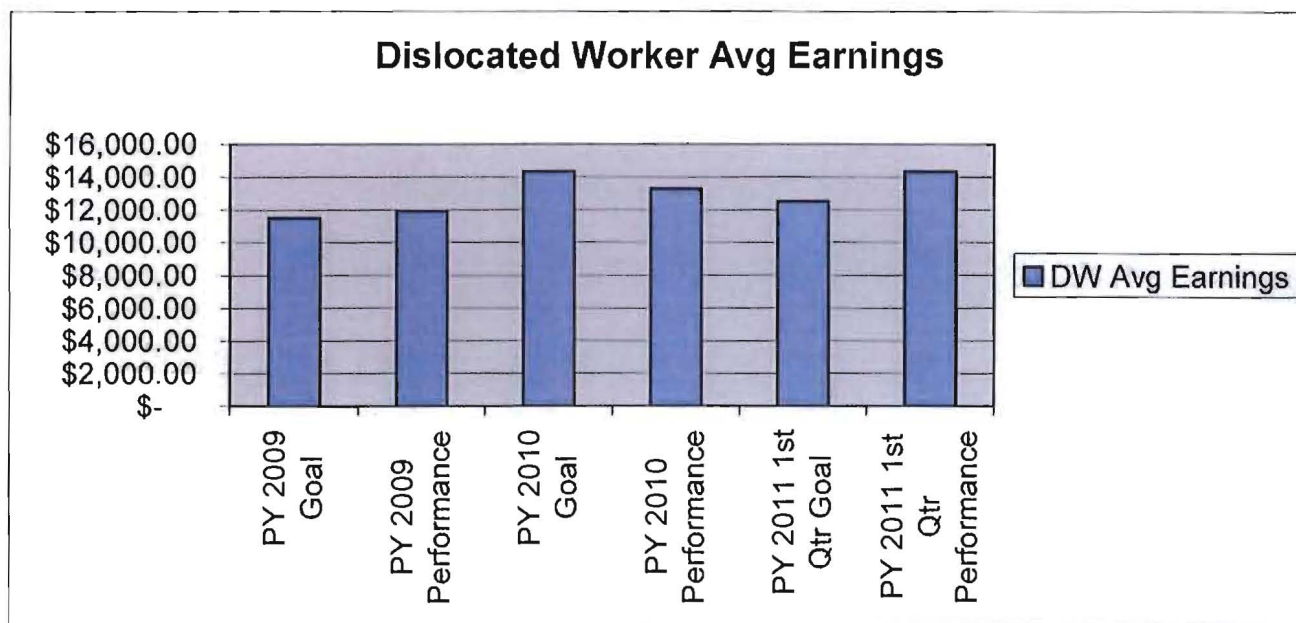
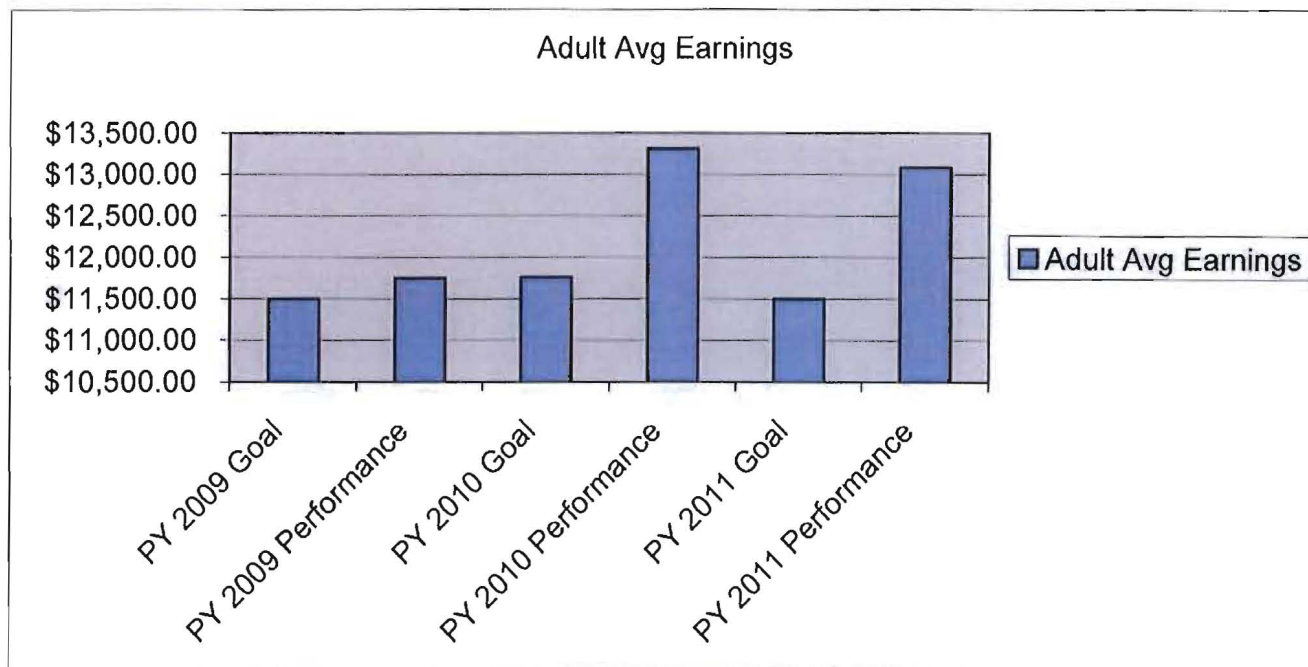
The resulting success of these training programs has created interest from the economic development teams and Chamber of Commerce organizations in each of our nine counties. We continue to build on those relationships and work together to assist companies and jobseekers alike.

Adult Common Measures



Dislocated Worker Common Measures





Youth Common Measures

